



CHARLOTTESM

Community Action Plan Update

November 7, 2016 City Council Workshop

Background

- On Monday, October 10, 2016, the Council adopted key strategies in response to concerns expressed both in the streets and in the Council Chamber.
- Items in the Request for Council Action addressed the following:
 - A. Safety, Trust & Accountability
 - B. Access to safe, quality and affordable housing
 - C. Good paying jobs
 - D. New programs and program expansions

Agenda

| Action Plan Topic | Presenter |
|-------------------------------------------------|---------------------------|
| Community Forums | Willie Ratchford |
| Safety, Trust, and Accountability | Ann Wall and Chief Putney |
| Access to Safe, Quality, and Affordable Housing | Pamela Wideman |
| Good Paying Jobs | Kevin Dick |

Community Forums

Willie Ratchford

Charlotte-Mecklenburg Community Relations Committee

D. Acknowledge staff's efforts to develop and implement new programs and program expansions in the following areas:

- Charlotte-Mecklenburg Police Department's Youth Diversion Program,
- Expedited permitting and review process for affordable housing units,
- Mayor's Youth Employment Program,
- **Engage in Community Forums**, and
- Review City policies, procedures and services to help promote economic opportunity throughout the community.

Framing the Conversation

Community Relations Committee and Community Building Initiative will meet with people in the community in order to:

- Ask for feedback on the three focus areas
- Determine if there are other areas of focus
- Develop partnerships



Framing the Conversation

What other areas should be included in the dialogue?

Feedback has been received from:

- Charlotte Clergy Coalition for Justice
- Charlotte JustUs
- NAACP
- Charlotte Uprising
- Letter from African American Business, Faith and Community Leaders
- Safe Coalition
- #Rally4EquityCLT



Community Forums

Three Approaches:

- Test and Define the Forum Model
- District Based Forums/Conversations
- Pop-Up Conversations



Forum Model

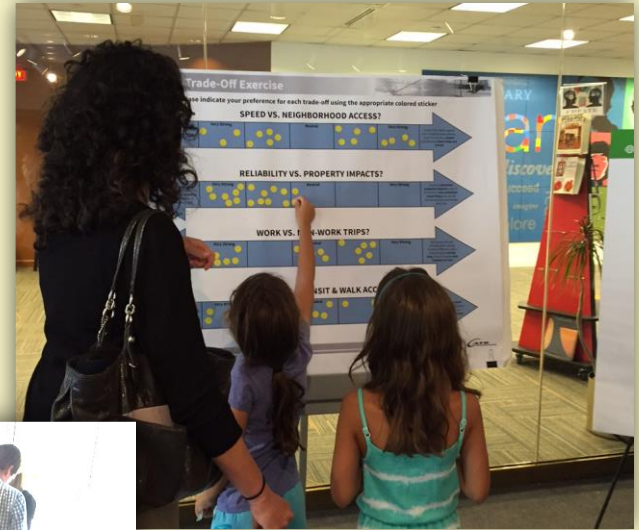
Test and Define the Forum Model

- Meet with selected group of community representatives to test questions and conversation format
- Receive input on possible meeting locations
- Identify other groups to engage
- Adjust based on feedback



District Based Forums

- Hold seven City Council district based forums/conversations
- Interactive based approach
- Not a typical town hall setting



Pop Ups

- Meet people where they are
- New voices
- Locations such as Transit Stations, Shopping Centers, Barber and Beauty shops
- Eating, Drinking, Entertainment Establishments



Schedule

- Test and Define the Model – End of November 2016
- Pop Ups: December 2016 – February 2017
- District Forums: January – February 2017

Staff Needs from Council

- People to invite to the Forum Model Test
- Ideas about locations for Forums and Pop Ups

Safety, Trust, and Accountability

Ann Wall, City Manager's Office

Chief Kerr Putney, Charlotte-Mecklenburg Police Department

- A. Support recommendations from the Charlotte-Mecklenburg Police Department (CMPD) that include:
- Engaging the Police Foundation of Washington, D.C., to review CMPD policies and procedures, as well as its relationship with the community it serves
 - Initiatives announced by Chief Kerr Putney on October 5, 2016 related to body worn cameras, the Citizen's Review Board, and officer training, and
 - Review and implement recommendations from the President's Taskforce on 21st Century Policing.

Why Get an Independent Assessment?

- To maintain and enhance trust and accountability in the community.
- To review CMPD's work in and relationship with the community prior to the events of Sept. 20th.
- To provide a critical incident review of the aftermath of the tragic shooting of Mr. Scott.
- To chart a course forward for CMPD and our community.

The Police Foundation

- The oldest nationally-known independent, non-governmental, research organization dedicated to improving policing. Based in Washington, D.C.
- A trusted partner with the U.S. Department of Justice.
- Will conduct an independent assessment of the Charlotte-Mecklenburg Police Department's policies, procedures, and its relationship with the community.
- The majority of the assessment process includes community input.

Scope of Work

- The scope of work will include three phases:
 - Phase 1: Development of Community Advisory Board & Project Strategy
 - Phase 2: Community Dialogue and Input
 - Phase 3: Critical Incident Review of CMPD's Response to Protests & Demonstrations

Phase 1: Development of Community Advisory Board & Project Strategy

The Police Foundation will work to create and engage a Community Advisory Board made up of citizens, business and community leaders.

The Police Foundation will organize structured listening sessions with members and leaders of the community in conjunction with city leaders and Community Advisory Board members.

Phase 3: Critical Incident Review of CMPD's Response to Protests & Demonstration

- The Police Foundation will develop a written evaluation and assessment of CMPD's response to demonstrations.
- The Police Foundation will provide recommendations and actionable steps for CMPD.
- CMPD will work to implement recommendations from the assessment in an effort to further improve departmental policies and service to the community.

Other Initiatives

- Continued review and implementation of 21st Century Policing (currently in Community Safety Committee)
- Equip tactical officers and those working off-duty assignments with Body Worn Cameras
- Revisions to policy related to Body Worn Camera video.
- Continue discussion of subpoena powers for Citizens Review Board. (Legislative action required)
- Continue review of policies and training

Next Steps

- Request for Council approval of contract with Police Foundation.
- CMPD to fully cooperate with Police Foundation during the assessment.
- CMPD will implement recommendations from the assessment.

Access to Safe, Quality, and Affordable Housing

Pamela Wideman

Neighborhood & Business Services

- Review Council Affordable Housing Initiative
- Current Affordable Housing Tools & Production
- Next Steps

On October 10, 2016, City Council approved the following:

Action Items in Response to City Council Letter to the Community

B. Amend the City Council Strategic Policy Objectives to create 5,000 workforce and affordable housing units from five years to three years, and endorse hiring a consultant to develop a Strategic Housing Plan.

How Will We Be Successful?

Current Production Tools

- Housing Trust Fund
- Single Family Housing Rehabilitation
- Multifamily Housing Rehabilitation
- Down Payment Assistance
- Voluntary Conditional Rezoning

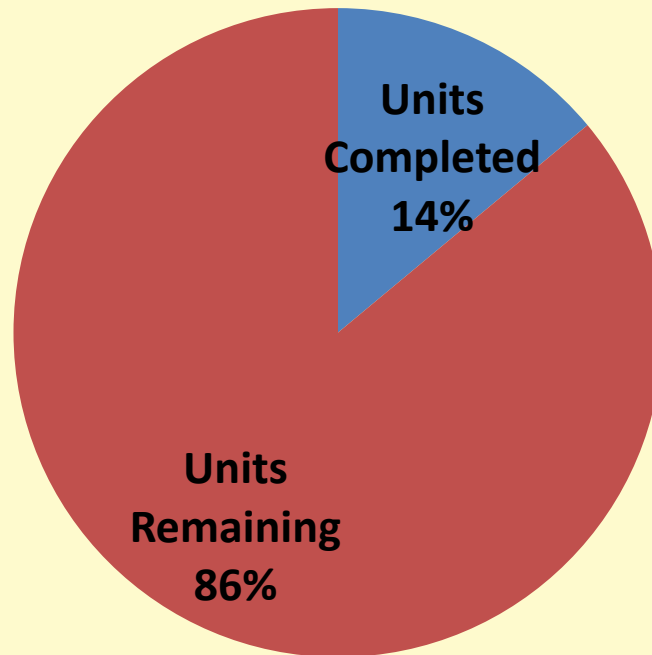
Other Housing Tools Defined By:

- Strategic Housing Plan
- ULI Terwilliger Work

- Multifamily New Construction: 185
- Single Family Housing Rehabilitation: 134
- Multifamily Housing Rehabilitation: 199
- Down Payment Assistance: 180
- **Voluntary Conditional Rezoning* TBD

Total: 698

Units Needed To Complete 5,000 Units In Three Years



- Terwilliger Study
- Strategic Housing Plan
 - Short Term
 - Long Term
- Affordable Housing Community Talks

- Assignment:
 - The ULI Terwilliger Center for Housing (the Center) will provide advice on how the City could effectively support more workforce and affordable housing development based on a review of current city programs and policies, interviews with key stakeholders, and research on proven approaches in similar communities.
- Scope of work included:
 - Review of existing policies/documents/information
 - Conduct stakeholder interviews
 - Review the current housing toolbox
 - Articulate potential core principles and a comprehensive approach to affordable and workforce housing and discuss potential tradeoffs
 - National scan of local and national best practices focusing on communities similar to Charlotte

- **Schedule:**

- **October:** Preliminary research and review of key materials, preparation for site visit.
- **November:** Visit by the project team to Charlotte for interviews and fact finding.
- **December:** Transmission of report of preliminary findings based on initial research and the November visit.
- **January:** Transmission of complete draft report for review by the City.
- **February:** Transmission of final based on feedback from the City and key stakeholders and presentation by the project team of recommendations in Charlotte.

- By February, the City will release a request for proposals to develop a Strategic Housing Plan. and select a consultant.
- The Plan will:
 - Identify current unmet needs
 - Forecast future demand
 - Recommend a comprehensive housing strategy
- Anticipated completion within 4-6 months

- The City of Charlotte, Mecklenburg County and UNCC are jointly conducting community talks throughout the community
- Discussion is based on the “Charlotte-Mecklenburg Strategies for Affordable Housing Development” report prepared by the UNC Charlotte Urban Institute
- Forums allow for community input on current and potential strategies to increase housing diversity and affordability

Good Paying Jobs

Kevin Dick

Neighborhood & Business Services

C. Authorize the City Manager to negotiate and execute contracts totaling up to \$1,000,000 with workforce development service providers

E. Adopt a budget ordinance of \$1,000,000 from Community Development Block Grant funding (\$250,000) and the Fiscal Year 2015 Capital Reserve Fund (\$750,000) for the workforce development pilot program

What We Hope to Accomplish

- Address labor market shortages
- Build a pipeline of skilled workers in high demand occupations
- Increase employment opportunities for individuals with barriers to employment

Workforce Development Program

- Serve 180 participants over 36 months
- 2 cohorts of 90 participants
- Training, placement, career coaching & intensive case management, including supportive services
- Training areas are:
 - Commercial & Residential Construction
 - Highway Construction
 - Fiber Optics & Broadband

- Goodwill Industries of the Southern Piedmont
- Urban League of Central Carolinas
- Educational Institutions
- Community Based Organizations

What's Next ?

- Business Advisory Councils in each training area will meet to help design curricula and report hiring needs (November 15 - December 15)*
- Recruitment of program participants via:
 - Social media
 - Informational flyers
 - Community engagement sessions in various neighborhoods
- Participant Enrollment Process (December 15 – January 15)*
- Classes begin (January 15 - January 31)*

****Exact dates subject to change***